Provision	Section in Area Development Agreement	Summary
v. Choice of forum	Section 8	Except for claims for injunctive relief, all disputes must be mediated or submitted to arbitration in Philadelphia, Pennsylvania (subject to state law).
w. Choice of law	Section 8.1	Pennsylvania law applies (subject to applicable state law).

ITEM 18
PUBLIC FIGURES

We do not presently use any public figures to promote our franchise.

ITEM 19
FINANCIAL PERFORMANCE REPRESENTATIONS

The FTC's Franchise Rule permits a franchisor to provide information about the actual or potential financial performance of its franchised and/or franchisor-owned outlets, if there is a reasonable basis for the information, and if the information is included in the disclosure document. Financial performance information that differs from that included in Item 19 may be given only if: (1) a franchisor provides the actual records of an existing outlet you are considering buying; or (2) a franchisor supplements the information provided in this Item 19, for example, by providing information about possible performance at a particular location or under particular circumstances.

This Item presents certain historical data as provided by our franchisees and our subsidiary owned outlets. We have not audited this information, nor independently verified this information. Written substantiation for the financial performance representation will be made available to the prospective franchisee upon reasonable request. The information contained in this Item is for the period January 1, 2025 through December 31, 2025 (the "2025 Calendar Year").

As of December 31, 2025, we had 600 franchised outlets open in the United States and 15 subsidiary-owned outlets open in the United States (the "Corporate Spas"). One of the Corporate Spas is located in New Jersey and the remaining 14 are located in Florida. The Corporate Spas are substantially similar to the franchise outlets being offered under this Franchise Disclosure Document.

The financial performance information presented in this Item 19 does not include information for the 30 franchised outlets that were not open and operating for a full 12 months as of December 31, 2025, comprised of 25 franchised outlets that opened and 5 franchised outlets that closed during the 2025 Calendar Year. The financial performance information presented in this Item 19 includes performance information for the remaining 570 franchised outlets that were open for at least 12 months as of December 31, 2025 (the "Franchised Outlets") and the 15 Corporate Spas which were all open and operating for the full 12 months as of December 31, 2025.

Table #1a presents the 2025 Calendar Year Average Gross Sales for the Corporate Spas, as a total, organized into four performance-based quartiles (top, second, third, and bottom). Table #1b presents the 2025 Calendar Year Average Gross Sales for the Franchised Outlets, as a total, organized into four performance-based quartiles (top, second, third, and bottom). Table #1c presents the combined 2025 Calendar Year Average Gross Sales for the Corporate Spas and the Franchised Outlets, for a total of 585

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locations, organized into four performance-based quartiles (top, second, third, and bottom).

Table #2a presents the 2025 Calendar Year Average Massage Service Sales for the Corporate Spas, as a total, organized into four performance-based quartiles (top, second, third, and bottom). Table #2b presents the 2025 Calendar Year Average Massage Service Sales for the Franchised Outlets, as a total, organized into four performance-based quartiles (top, second, third, and bottom). Table #2c presents the combined 2025 Calendar Year Average Massage Service Sales for the Corporate Spas and the Franchised Outlets, for a total of 585 locations, organized into four performance-based quartiles (top, second, third, and bottom).

Table #3a presents the 2025 Calendar Year Average Facial Service Sales for the Corporate Spas, as a total, organized into four performance-based quartiles (top, second, third, and bottom). Table #3b presents the 2025 Calendar Year Average Facial Service Sales for the Franchised Outlets, as a total, organized into four performance-based quartiles (top, second, third, and bottom). Table #3c presents the combined 2025 Calendar Year Average Facial Service Sales for the Corporate Spas and the Franchised Outlets, for a total of 585 locations, organized into four performance-based quartiles (top, second, third, and bottom).

Table #4a presents the 2025 Calendar Year Average Product Sales for the Corporate Spas, as a total, organized into four performance-based quartiles (top, second, third, and bottom). Table #4b presents the 2025 Calendar Year Average Product Sales for the Franchised Outlets, as a total, organized into four performance-based quartiles (top, second, third, and bottom). Table #4c presents the combined 2025 Calendar Year Average Product Sales for the Corporate Spas and the Franchised Outlets, for a total of 585 locations, organized into four performance-based quartiles (top, second, third, and bottom).

Table #5a presents the 2025 Calendar Year Average Gift Card Sales for the Corporate Spas, as a total, organized into four performance-based quartiles (top, second, third, and bottom). Table #5b presents the 2025 Calendar Year Average Gift Card Sales for the Franchised Outlets, as a total, organized into four performance-based quartiles (top, second, third, and bottom). Table #5c presents the combined 2025 Calendar Year Average Gift Card Sales for the Corporate Spas and the Franchised Outlets, for a total of 585 locations, organized into four performance-based quartiles (top, second, third, and bottom).

Table #6a presents certain Corporate Spa Average Gross Sales and Expenses for the 15 Corporate Spas for the 2025 Calendar Year, as a total, organized into four performance-based quartiles (top, second, third, and bottom). Table #6bpresents Average Revenue and Expenses for 134 of the 600 Franchised Outlets for the 2025 Calendar Year, as a total, organized into four performance-based quartiles (top, second, third, and bottom). 466 of the 600 Franchised Outlets were excluded from the results presented in Table #6b because they did not report their expenses to us or were not operating for 12 full calendar months as of December 31, 2025.

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Table #1a
Average Gross Sales for Corporate Spas by Quartile
Open 12 Months or More
Calendar Year 2025

2025 Average Gross Sales Quartile	Spa Count	2025 Average Gross Sales	Number Above/Below Average	% Above/Below Average	2025 Median Gross Sales	2025 Min Gross Sales	2025 Max Gross Sales
Top 25%	4	$3,033,222	2/2	50/50	$3,087,976	$2,697,639	$3,259,296
Second 25%	3	$2,543,674	1/2	33/67	$2,520,398	$2,467,475	$2,643,151
Third 25%	4	$2,081,525	2/2	50/50	$2,084,771	$1,748,946	$2,407,611
Bottom 25%	4	$1,533,971	3/1	75/25	$1,621,564	$1,197,779	$1,694,979
Total	15	$2,281,726	8/7	53/47	$2,407,611	$1,197,779	$3,259,296

Table #1b
Average Gross Sales for Franchised Outlets by Quartile
Open 12 Months or More
Calendar Year 2025

2025 Average Gross Sales Quartile	Spa Count	2025 Average Gross Sales	Number Above/Below Average	% Above/Below Average	2025 Median Gross Sales	2025 Min Gross Sales	2025 Max Gross Sales
Top 25%	135	$2,277,452	53/82	39/61	$2,111,067	$1,720,132	$4,394,479
Second 25%	143	$1,469,435	71/72	50/50	$1,466,559	$1,264,389	$1,719,338
Third 25%	145	$1,042,031	72/73	50/50	$1,040,113	$853,658	$1,264,274
Bottom 25%	147	$627,439	77/70	52/48	$633,540	$145,813	$853,147
Total	570	$1,334,936	273/297	48/52	$1,236,266	$145,813	$4,394,479

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Table #1c
Average Gross Sales for All Outlets by Quartile
Open 12 Months or More
Calendar Year 2025

2025 Average Gross Sales Quartile	Spa Count	2025 Average Gross Sales	Number Above/Below Average	% Above/Below Average	2025 Median Gross Sales	2025 Min Gross Sales	2025 Max Gross Sales
Top 25%	146	$2,298,261	58/88	40/60	$2,125,739	$1,720,132	$4,394,479
Second 25%	146	$1,473,064	73/73	50/50	$1,475,309	$1,264,389	$1,719,338
Third 25%	146	$1,043,098	72/74	49/51	$1,041,560	$853,658	$1,264,274
Bottom 25%	147	$627,439	77/70	52/48	$633,540	$145,813	$853,147
Total	**585**	**$1,359,212**	**280/305**	**48/52**	**$1,264,274**	**$145,813**	**$4,394,479**

Table #2a
Average Massage Service Sales for Corporate Spas by Quartile
Open 12 Months or More
Calendar Year 2025

2025 Average Massage Service Sales Quartile	Spa Count	2025 Average Massage Service Sales	Number Above/Below Average	% Above/Below Average	2025 Median Massage Service Sales	2025 Min Massage Service Sales	2025 Max Massage Service Sales
Top 25%	4	$1,695,158	2/2	50/50	$1,692,470	$1,532,245	$1,863,446
Second 25%	3	$1,377,722	1/2	33/67	$1,352,606	$1,268,217	$1,512,342
Third 25%	4	$1,215,266	2/2	50/50	$1,227,807	$1,125,748	$1,279,702
Bottom 25%	4	$866,344	2/2	50/50	$875,950	$640,180	$1,073,295
Total	**15**	**$1,282,682**	**7/8**	**47/53**	**$1,268,217**	**$640,180**	**$1,863,446**

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Table #2b
Average Massage Service Sales for Franchised Outlets by Quartile
Open 12 Months or More
Calendar Year 2025

2025 Average Massage Service Sales Quartile	Spa Count	2025 Average Massage Service Sales	Number Above/Below Average	% Above/Below Average	2025 Median Massage Service Sales	2025 Min Massage Service Sales	2025 Max Massage Service Sales
Top 25%	135	$1,269,636	58/77	43/57	$1,230,743	$440,208	$2,186,824
Second 25%	143	$891,168	77/66	54/46	$915,503	$545,790	$1,381,243
Third 25%	145	$640,429	63/82	43/57	$624,829	$380,868	$975,503
Bottom 25%	147	$419,971	78/69	53/47	$432,518	$63,797	$661,331
Total	**570**	**$795,502**	**276/294**	**48/52**	**$715,529**	**$63,797**	**$2,186,824**

Table #2c
Average Massage Service Sales for All Outlets by Quartile
Open 12 Months or More
Calendar Year 2025

2025 Average Massage Service Sales Quartile	Spa Count	2025 Average Massage Service Sales	Number Above/Below Average	% Above/Below Average	2025 Median Massage Service Sales	2025 Min Massage Service Sales	2025 Max Massage Service Sales
Top 25%	146	$1,282,026	59/87	40/60	$1,247,874	$440,208	$2,186,824
Second 25%	146	$892,207	79/67	54/46	$913,093	$545,790	$1,381,243
Third 25%	146	$640,427	63/83	43/57	$625,475	$380,868	$975,503
Bottom 25%	147	$419,971	78/69	53/47	$432,518	$63,797	$661,331
Total	**585**	**$807,993**	**279/306**	**48/52**	**$729,012**	**$63,797**	**$2,186,824**

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Table #3a
Average Facial Service Sales for Corporate Spas by Quartile
Open 12 Months or More
Calendar Year 2025

2025 Average Facial Service Sales Quartile	Spa Count	2025 Average Facial Service Sales	Number Above/Below Average	% Above/Below Average	2025 Median Facial Service Sales	2025 Min Facial Service Sales	2025 Max Facial Service Sales
Top 25%	4	$749,852	2/2	50/50	$753,241	$625,490	$867,434
Second 25%	3	$655,968	2/1	67/33	$666,991	$608,531	$692,381
Third 25%	4	$498,750	2/2	50/50	$495,020	$461,744	$543,217
Bottom 25%	4	$341,127	2/2	50/50	$341,232	$288,727	$393,318
Total	**15**	**$555,121**	**8/7**	**53/47**	**$543,217**	**$288,727**	**$867,434**

Table #3b
Average Facial Service Sales for Franchised Outlets by Quartile
Open 12 Months or More
Calendar Year 2025

2025 Average Facial Service Sales Quartile	Spa Count	2025 Average Facial Service Sales	Number Above/Below Average	% Above/Below Average	2025 Median Facial Service Sales	2025 Min Facial Service Sales	2025 Max Facial Service Sales
Top 25%	135	$606,704	55/80	41/59	$567,131	$266,645	$1,590,921
Second 25%	143	$386,839	65/78	45/55	$380,927	$124,129	$696,821
Third 25%	145	$272,890	66/79	46/54	$264,555	$78,992	$586,112
Bottom 25%	147	$160,635	75/72	51/49	$163,712	$240	$354,562
Total	**570**	**$351,588**	**261/309**	**46/54**	**$319,108**	**$240**	**$1,590,921**

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Table #3c
Average Facial Service Sales for All Outlets by Quartile
Open 12 Months or More
Calendar Year 2025

2025 Average Facial Service Sales Quartile	Spa Count	2025 Average Facial Service Sales	Number Above/Below Average	% Above/Below Average	2025 Median Facial Service Sales	2025 Min Facial Service Sales	2025 Max Facial Service Sales
Top 25%	146	$608,680	61/85	42/58	$567,822	$266,645	$1,590,921
Second 25%	146	$386,259	67/79	46/54	$381,536	$124,129	$696,821
Third 25%	146	$272,998	67/79	46/54	$264,881	$78,992	$586,112
Bottom 25%	147	$160,635	75/72	51/49	$163,712	$240	$354,562
Total	**585**	**$356,807**	**270/315**	**46/54**	**$322,029**	**$240**	**$1,590,921**

Table #4a
Average Product Sales for Corporate Spas by Quartile
Open 12 Months or More
Calendar Year 2025

2025 Average Product Sales Quartile	Spa Count	2025 Average Product Sales	Number Above/Below Average	% Above/Below Average	2025 Median Product Sales	2025 Min Product Sales	2025 Max Product Sales
Top 25%	4	$124,010	2/2	50/50	$119,720	$97,289	$159,312
Second 25%	3	$105,719	2/1	67/33	$111,617	$78,510	$127,032
Third 25%	4	$78,696	2/2	50/50	$78,106	$61,738	$96,834
Bottom 25%	4	$55,635	2/2	50/50	$53,719	$44,901	$70,203
Total	**15**	**$90,035**	**8/7**	**53/47**	**$78,902**	**$44,901**	**$159,312**

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Table #4b
Average Product Sales for Franchised Outlets by Quartile
Open 12 Months or More
Calendar Year 2025

2025 Average Product Sales Quartile	Spa Count	2025 Average Product Sales	Number Above/Below Average	% Above/Below Average	2025 Median Product Sales	2025 Min Product Sales	2025 Max Product Sales
Top 25%	135	$86,425	56/79	41/59	$81,263	$18,082	$299,133
Second 25%	143	$54,502	65/78	45/55	$52,155	$9,569	$129,796
Third 25%	145	$38,227	60/85	41/59	$37,102	$6,089	$122,354
Bottom 25%	147	$20,769	56/91	38/62	$17,961	$268	$68,299
Total	**570**	**$49,223**	**237/333**	**42/58**	**$41,822**	**$268**	**$299,133**

Table #4c
Average Product Sales for All Outlets by Quartile
Open 12 Months or More
Calendar Year 2025

2025 Average Product Sales Quartile	Spa Count	2025 Average Product Sales	Number Above/Below Average	% Above/Below Average	2025 Median Product Sales	2025 Min Product Sales	2025 Max Product Sales
Top 25%	146	$87,639	62/84	42/58	$82,182	$18,082	$299,133
Second 25%	146	$54,562	66/80	45/55	$52,405	$9,569	$129,796
Third 25%	146	$38,309	61/85	42/58	$37,142	$6,089	$122,354
Bottom 25%	147	$20,769	56/91	38/62	$17,961	$268	$68,299
Total	**585**	**$50,270**	**245/340**	**42/58**	**$43,190**	**$268**	**$299,133**

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Table #5a
Average Gift Card Sales for Corporate Spas by Quartile
Open 12 Months or More
Calendar Year 2025

2025 Average Gift Card Sales Quartile	Spa Count	2025 Average Gift Card Sales	Number Above/Below Average	% Above/Below Average	2025 Median Gift Card Sales	2025 Min Gift Card Sales	2025 Max Gift Card Sales
Top 25%	4	$258,543	2/2	50/50	$261,962	$214,508	$295,742
Second 25%	3	$297,981	2/1	67/33	$304,064	$206,543	$383,337
Third 25%	4	$184,207	1/3	25/75	$175,205	$164,470	$221,948
Bottom 25%	4	$140,199	3/1	75/25	$155,721	$79,737	$169,617
Total	**15**	**$215,049**	**8/7**	**53/47**	**$206,543**	**$79,737**	**$383,337**

Table #5b
Average Gift Card Sales for Franchised Outlets by Quartile
Open 12 Months or More
Calendar Year 2025

2025 Average Gift Card Sales Quartile	Spa Count	2025 Average Gift Card Sales	Number Above/Below Average	% Above/Below Average	2025 Median Gift Card Sales	2025 Min Gift Card Sales	2025 Max Gift Card Sales
Top 25%	135	$241,393	56/79	41/59	$219,218	$81,846	$725,828
Second 25%	143	$161,006	69/74	48/52	$158,541	$65,758	$315,253
Third 25%	145	$113,029	67/78	46/54	$110,866	$47,829	$201,113
Bottom 25%	147	$77,919	63/84	43/57	$73,848	$21,754	$190,400
Total	**570**	**$146,413**	**255/315**	**45/55**	**$126,483**	**$21,754**	**$725,828**

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Table #5c
Average Gift Card Sales for All Outlets by Quartile
Open 12 Months or More
Calendar Year 2025

2025 Average Gift Card Sales Quartile	Spa Count	2025 Average Gift Card Sales	Number Above/Below Average	% Above/Below Average	2025 Median Gift Card Sales	2025 Min Gift Card Sales	2025 Max Gift Card Sales
Top 25%	146	$241,459	61/85	42/58	$220,486	$81,846	$725,828
Second 25%	146	$160,993	71/75	49/51	$159,092	$65,758	$315,253
Third 25%	146	$112,801	68/78	47/53	$110,788	$47,829	$201,113
Bottom 25%	147	$77,919	63/84	43/57	$73,848	$21,754	$190,400
Total	**585**	**$148,173**	**263/322**	**45/55**	**$132,706**	**$21,754**	**$725,828**

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